



WOKINGHAM BOROUGH COUNCIL

A Meeting of the **PERSONNEL BOARD** will be held in
David Hicks 1 - Civic Offices, Shute End, Wokingham RG40
1BN on **TUESDAY 15 MARCH 2022 AT 7.45 PM**



Susan Parsonage
Chief Executive
Published on 7 March 2022

Note: Although non-Committee Members and members of the public are entitled to attend the meeting in person, space is very limited due to the ongoing Coronavirus pandemic. You can however participate in this meeting virtually, in line with the Council's Constitution. If you wish to participate either in person or virtually via Microsoft Teams, please contact Democratic Services. The meeting can also be watched live using the following link:
<https://youtu.be/e9zkg6-KnPA>



WOKINGHAM BOROUGH COUNCIL

Our Vision

A great place to live, learn, work and grow and a great place to do business

Enriching Lives

- Champion outstanding education and enable our children and young people to achieve their full potential, regardless of their background.
- Support our residents to lead happy, healthy lives and provide access to good leisure facilities to complement an active lifestyle.
- Engage and involve our communities through arts and culture and create a sense of identity which people feel part of.
- Support growth in our local economy and help to build business.

Safe, Strong, Communities

- Protect and safeguard our children, young and vulnerable people.
- Offer quality care and support, at the right time, to prevent the need for long term care.
- Nurture communities and help them to thrive.
- Ensure our borough and communities remain safe for all.

A Clean and Green Borough

- Do all we can to become carbon neutral and sustainable for the future.
- Protect our borough, keep it clean and enhance our green areas.
- Reduce our waste, improve biodiversity and increase recycling.
- Connect our parks and open spaces with green cycleways.

Right Homes, Right Places

- Offer quality, affordable, sustainable homes fit for the future.
- Build our fair share of housing with the right infrastructure to support and enable our borough to grow.
- Protect our unique places and preserve our natural environment.
- Help with your housing needs and support people to live independently in their own homes.

Keeping the Borough Moving

- Maintain and improve our roads, footpaths and cycleways.
- Tackle traffic congestion, minimise delays and disruptions.
- Enable safe and sustainable travel around the borough with good transport infrastructure.
- Promote healthy alternative travel options and support our partners to offer affordable, accessible public transport with good network links.

Changing the Way We Work for You

- Be relentlessly customer focussed.
- Work with our partners to provide efficient, effective, joined up services which are focussed around you.
- Communicate better with you, owning issues, updating on progress and responding appropriately as well as promoting what is happening in our Borough.
- Drive innovative digital ways of working that will connect our communities, businesses and customers to our services in a way that suits their needs.

MEMBERSHIP OF THE PERSONNEL BOARD

Councillors

John Halsall (Chairman)
Stephen Conway
Rachel Bishop-Firth

John Kaiser (Vice-Chairman)
Clive Jones

Pauline Helliar-Symons
Simon Weeks

ITEM NO.	WARD	SUBJECT	PAGE NO.
27.		APOLOGIES To receive any apologies for absence	
28.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Meeting held on 7 February 2022.	5 - 10
29.		DECLARATION OF INTEREST To receive any declarations of interest	
30.		PUBLIC QUESTION TIME To answer any public questions A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice. The Council welcomes questions from members of the public about the work of this committee. Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Committee or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to www.wokingham.gov.uk/publicquestions	
31.		MEMBER QUESTION TIME To answer any member questions	
32.	None Specific	WOKINGHAM BOROUGH GRADUATE ACADEMY To receive a report regarding the Wokingham Borough Graduate Academy.	11 - 16
33.	None Specific	RECRUITMENT AND APPOINTMENT OF DIRECTORS AND ASSISTANT DIRECTORS (PERMANENT AND INTERIM) To receive a report regarding the Recruitment and appointment of Directors and Assistant Directors (Permanent and Interim).	17 - 22

34.

EXCLUSION OF THE PUBLIC

That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act (as amended) as appropriate.

35. None Specific

AGENCY WORKER USAGE Q3 2021/2022

23 - 36

To receive a report regarding Agency Worker Usage Q3 2021/2022.

Any other items which the Chairman decides are urgent

A Supplementary Agenda will be issued by the Chief Executive if there are any other items to consider under this heading.

CONTACT OFFICER

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**MINUTES OF A MEETING OF THE
PERSONNEL BOARD
HELD ON 7 FEBRUARY 2022 FROM 6.45 PM TO 8.05 PM**

Committee Members Present

Councillors: John Halsall (Chairman), John Kaiser (Vice-Chairman), Pauline Helliars-Symons, Stephen Conway and Simon Weeks

Officers Present

Madeleine Shopland, Democratic and Electoral Services Specialist
Christine Bennett, Interim Assistant Director HR & OD
Andrew Moulton, Assistant Director Governance

17. APOLOGIES

There were no apologies for absence.

Councillor Jones participated virtually in the meeting and did not vote on the items.

18. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Board held on 10 November 2021 were confirmed as a correct record and signed by the Chairman.

19. DECLARATION OF INTEREST

There were no declarations of interest received.

20. PUBLIC QUESTION TIME

There were no public questions.

21. MEMBER QUESTION TIME

There were no Member questions.

22. RECRUITMENT AND APPOINTMENT OF DIRECTORS AND ASSISTANT DIRECTORS (PERMANENT AND INTERIM)

The Board received a report regarding the recruitment and appointment of Directors and Assistant Directors (Permanent and Interim).

During the discussion of this item the following points were made:

- Councillor Halsall commented that the changing employment market and specific projects meant a greater need for interims than in the past.
- The changes to the Constitution had also previously been considered by the Constitution Working Group.
- Councillor Conway queried the reference to the 'gig economy' within the background information and questioned if it was likely to have an impact on Director and Assistant Director level staff at interim level.
- Councillor Bishop-Firth agreed with Councillor Conway that the background information would benefit from being amended. She emphasised that the reason an interim Director or Assistant Director would be required was if their specialist skills were required for a limited period or a gap needed to be filled for a temporary period. It was agreed that the background information could be simplified.

- Councillor Bishop-Firth noted it was recommended that an interim appointment could currently be made for up to 12 months and that it was proposed that this could be extended subject to the agreement of either the Chief Executive or Director in consultation with various specific Members. She questioned whether this should be longer, for example 18 months, and referred to handover periods and instances where staff may wish to take maternity leave, and 12 months was less appropriate.
- Councillor Kaiser commented that some interims were on high wages and that he would not be confident extending an initial appointment beyond 12 months before a review was implemented.
- Councillor Bishop Firth questioned whether there should be greater flexibility so that an interim could be appointed for 18 months but there be a review period built in after 12 months, to enable better planning. Councillor Weeks indicated that there was an opportunity to review after 12 months within the proposed amendments to the Constitution, so he felt that this was not necessary.
- The Assistant Director Governance informed Members that the Constitution Review Working Group had recommended that should the appointment be extended after 12 months, there be a further review period after another 6 months.
- Councillor Conway referred to the changes to the Constitution. He felt that the Member involvement in the process was quite narrow and pointed out that the Leader of the Council and the Chairman of the Personnel Board were currently the same person. Councillor Halsall commented that there were no guarantees that the Leader and Chairman would be the same person going forwards. He emphasised that the Chief Executive in the case of interim Directors and the Directors, in the case of Interim Assistant Directors, would be consulting the specific Members and were ultimately the decision makers, as opposed to the Members.
- The makeup of Members being consulted in the appointment process was discussed in detail. Councillor Weeks suggested that it be added that should the Leader of the Council and the Chairman of the Personnel Board be the same person, the Vice Chairman of the Personnel Board would also be consulted, so as to ensure scrutiny of the process by three Members as opposed to two.
- Councillor Hellier Symons stated that working practices were changing and the appointment of interims was becoming more necessary. With regards to the makeup of Members consulted in the appointment process she suggested that the Leader and two members of Personnel Board be consulted.
- Councillor Halsall emphasised that the process should not be too onerous on the Chief Executive or the Directors and needed to enable them to act quickly.
- In response to a question from Councillor Helliier-Symons, the Assistant Director Governance explained that there were separate arrangements for the appointment of the Monitoring Officer, the Head of Paid Service, and the Section 151 Officer, which were ultimately Council appointments. With regards to the involvement of Members in the appointment process he added that the Corporate Leadership Team had felt that the proposal detailed in the report struck the appropriate balance between achieving sufficient oversight and authority and not unduly delaying the process. There was currently no Member involvement in the Interim appointment process.
- Councillor Jones questioned what the Chief Executive's views were on the changes to the appointment process. The Assistant Director Governance confirmed that the proposals had been considered by the Corporate Leadership Team who were satisfied with them.
- The involvement of the relevant Executive Member in the process was clarified. Councillor Halsall commented that the relevant Executive Member was particularly

key in the interim Assistant Director appointment process as they worked closely with them.

- Councillor Kaiser felt that the change to the appointment process would help to support the Chief Executive and Directors. He felt that the views of the Corporate Leadership Team should be sought on any changes to the proposals detailed in the report before the Board considered them.
- Councillor Conway suggested that the Chairman and Vice Chairman of the Personnel Board and the Leader of the Opposition be consulted. He felt that this would ensure that the process was not political.
- Councillor Halsall felt that a simple appointment process was necessary to expedite the process.
- Following further discussion, Councillor Conway proposed that the relevant Executive Member, the Chairman of the Personnel Board, and the Leader of the Opposition be consulted in the interim appointment process. This proposal was seconded by Councillor Helliar-Symons. Following a vote this proposal was lost. It was agreed that the paper be withdrawn and CLT be consulted on the proposed amendments put forwards by Councillor Conway to those Members who were being consulted in the interim appointment process. It was further agreed that the views of CLT and the report be brought back to the next meeting of the Personnel Board for consideration.

RESOLVED: That

- 1) CLT be consulted on the proposal that the relevant Executive Member, Chairman of Personnel Board and the Leader of the Opposition be consulted prior to the extension of the contract of an Interim Director or Assistant Director following an initial 12 month appointment;
- 2) The views of CLT and the report be brought back to the next Personnel Board meeting for consideration.

23. HR UPDATE REPORT - PUBLICATION OF HR ACTIVITY ON COUNCIL'S WEBSITE

The Board received the HR Update report.

During the discussion of this item, the following points were made:

- The Interim Assistant Director HR & OD advised that the Council was required to produce a Gender Pay Gap report and a report setting out the Council's involvement in the Government's apprenticeship scheme.
- Councillor Bishop-Firth noted that it had not been possible to maximise the benefit of the entire apprenticeship levy. She questioned how much it had not been possible to use, approximately how many apprenticeship places this equated to, and what alternatives had been considered. She went on to ask whether more IT apprentices could be taken on by the Council. The Interim Assistant Director HR & OD stated that the levy was a pot which accumulated over time, and after a number of years, this money was lost. At the moment, the pot, which the Council was trying to use, was quite high. The scheme had been modified a number of times by the Government, so it was no longer so age limited. There had to be a development portion within the role. It was noted that there were detailed requirements for support within the scheme. so sometimes there was not sufficient time to support individuals going through the scheme, particularly in schools.

- Members were advised that it was Apprenticeship Week next week. There would be a push and promotion across the Council so that consideration be given to whether any vacancies could be converted into apprenticeship posts. It was quite a slow process, but there was a dedicated resource in HR working on the apprenticeship scheme. Work was being undertaken to ensure that areas in the Council such as IT had apprentices where possible.
- Councillor Bishop-Firth suggested that the Personnel Board would be interested in monitoring how the Council was maximising the levy.
- Councillor Helliar-Symons praised the presentation of the report. She referred to some of the challenges with the existing apprenticeship pathway, specifically the fact that there was a level 3 Teaching Assistant and Level 6 Teacher apprenticeship but nothing in-between to bridge the gap and allow Teaching Assistants to progress. She questioned whether this was the result of legislation or Council policy and was informed that it down to how the scheme had been set up by the Government. Some Councils were feeding back to the Government around some of the challenges around the scheme, particularly around the shortage of Teaching Assistants.
- Councillor Weeks questioned how many of the 73 apprentices worked for the Council and how many worked for maintained schools. The Interim Assistant Director HR & OD agreed to feed back to Members. The majority worked for the Council.
- Councillor Kaiser asked whether in the event the Council took on a major contract, if it was possible to include that the Council would like the partner to take on some apprentices. The Interim Assistant Director HR & OD agreed to ascertain this and feed back to the Board. It was unlikely to be legal that the Council insisted that the partners took on apprentices, but it was probable that they could ask that this be considered. Councillor Weeks indicated that often when it came to planning applications for larger projects, it was a requirement that apprentices be taken on.

RESOLVED: That

- 1) the Gender, Pay Gap report that will be published before 30 March 2022 be noted.
- 2) the report setting out the Council's involvement in the Government's apprenticeship scheme be noted.

24. COVID 19 VACCINATION POLICY

The Board received the Covid 19 Vaccination Policy.

During the discussion of this item, the following points were made:

- Last year the Government had passed legislation that anyone working in a CQC registered care setting had to be fully vaccinated. Whilst it was still law it was likely to be repealed in the future. The Government were consulting on the repeal arrangements.
- Some staff had been previously told prior to Christmas that if they were not fully vaccinated, they may be redeployed or dismissed. The Interim Assistant Director HR & OD indicated that she would be speaking with Directors, whilst this requirement was still law, about redeploying impacted staff or putting them on restrictive duties, as opposed to dismissing them. There were already difficulties in recruiting in the care sector.

- Councillor Halsall questioned when clarification was likely and was informed that there was a 12 week consultation so by the end of the year was likely. The Council was required to have a policy whilst the requirement for care sectors workers to be fully vaccinated remained law.
- Members agreed that dismissal should be a last resort measure.
- Councillor Kaiser expressed concern that the Council would need to pay additional agency costs to cover staff to undertake the duties of unvaccinated staff who were being deployed elsewhere or put on restrictive duties. The Interim Assistant Director HR & OD explained that only between 6-10 members of staff were impacted. All staff were encouraged to be fully vaccinated.

RESOLVED: That the Covid 19 Vaccination Policy be approved.

25. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act (as amended) as appropriate.

26. AGENCY REPORT

The Board received the Agency report.

RESOLVED: That the recommendations set out in Part 2 of the report be agreed.

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Agenda Item 32.

TITLE	Wokingham Borough Graduate Academy
FOR CONSIDERATION BY	Personnel Board on 15 March 2022
WARD	None Specific
LEAD OFFICERS	Sally Watkins, Assistant Director Digital & Change Lewis Borges, Head of Change

OUTCOME / BENEFITS TO THE COMMUNITY

Development of future talent within the organisation.

RECOMMENDATION

That Personnel Board supports the future direction of the Graduate Academy.

SUMMARY OF REPORT

The Graduate Academy is led by the Business Change service. The Academy approach includes placements within each directorate, with the Graduates rotating on a 6-monthly basis. Each placement focusses on transformational project activity, with the benefit of getting hands-on experience in a raft of different directorates.

In addition, the Graduates are given carefully crafted support, development, and mentoring. Each graduate has a dedicated line manager within Business Change, a placement lead for day-to-day support and a designated mentor from the Extended Corporate Leadership Team.

The commitment to the Graduates is to give them access and exposure to a wide variety of Local Government services, which allows them to gain a wealth experience in this sector. Wokingham is also committed to help them develop in a personal and professional capacity. In return, Wokingham receives enthusiastic, hard-working, and high achieving graduates who bring a fresh perspective and help the organisation deliver on its corporate objectives.

BACKGROUND

The National Graduate Development Programme (NGDP) is a two-year scheme, led by the Local Government Association (LGA). There is a vigorous national recruitment campaign and selection process run by the LGA annually to bring on board high calibre graduates. Following an initial written application, situational judgement testing and an assessment centre, councils can shortlist prospective candidates and conduct competency-based interviews before offering roles.

Alongside employment with WBC, the LGA provide the National Management Trainees' (graduates) with a structured learning and development offer, including a masters level qualification in leadership and management. This is carried out in parallel with, and compliments, their placement at WBC enabling them to implement their learning on real life projects & work life scenarios.

Historically, WBC recruited one graduate every 2 years, however through the creation of the Graduate Academy the Council has harnessed the value graduates add and seized the opportunity to bring new talent into the organisation.

The Graduate Academy was created in 2019 and has grown exponentially over the last 3.5 years, with a cohort of 6 welcomed onto the programme in 2020 and a further 2 added in 2021.

Year	Number of Graduates on intake	Total number of graduates at any one time
2015	1	1
2017	1	1
2019	1	1
2020	6	6
2021	2	8

The structure of the programme has evolved and improved significantly since Wokingham first participated in the scheme.

CURRENT POSITION

WBC has the largest Graduate cohort in Berkshire and is considered an exemplar authority for the placement and programme structure provided. The following table illustrates the comparative intake across other Berkshire Local Authorities:

Year	Wokingham	RBWM	Slough	Bracknell Forest
2019	1	0	1	2
2020	6	1	3	0
2021	8	1	0	2

The Academy includes placements within each directorate, with the Graduates rotating on a 6-monthly basis. Each placement focusses on transformational project activity, with the benefit of getting hands-on experience in a raft of different directorates. In addition, the Graduates are given carefully crafted support, development and mentoring. Each graduate has a dedicated line manager within Business Change, a placement lead for day-to-day support and a designated mentor from the Extended Corporate Leadership Team.

The Graduate Academy placements currently includes a wide variety of activity, including:

Chief Exec Office	Adult Social Care	Place & Growth	Resources & Assets
Anti-Poverty Strategy	ASC Pathway	Public Protection & Anti-Social Behaviour Service	Net Carbon Zero Project
Equalities Strategy	ASC Market Position Statement	Temporary Accommodation	
Recovery Strategy	Public Health Improvement Plan	Young People & Homelessness Project	
Digital Inclusion		Domestic Abuse Strategy	

Benefits

- Attracts a diversity of candidates to councils & Graduates have links with a wide network of peers nationally which provides them with learning opportunities across the sector. This not only enriches their experience but also brings a wealth of knowledge and best practice back to the council
- The Graduate Academy is a value for money way to deliver high calibre recruitment & provides WBC with a unique opportunity to grow its own future leaders by developing talent within the existing workforce
- Graduates are skilled, experienced, and resourceful employees who will support in the delivery of corporate priorities as well as embrace and effect change
- On the programme, graduates complete a masters level qualification in leadership and management. They put this theory into practice which opens doors for trainees to explore their own interests but also contribute significantly to internal learning and development with WBC

Funding Model

All graduates are employed on a 2-year fixed term contract and paid a minimum salary of SJT spinal column point 20 (£25,991), which is £34,461 per annum per graduate including oncosts.

The programme is partly funded through Special item and through vacancies held within the Business Change service.

PLACEMENT CYCLES

Previous WBC graduates have gone on to secure permanent positions within the Public Sector at the end of their placement cycles. For example, a former graduate from cohort 21 (2019) has recently obtained a full-time permanent position at the council as a Business Change specialist and is able to continue to flourish within WBC.

As part of the development of the Graduate Academy, Business Change are actively working with senior managers across the organisation to establish upcoming vacancy opportunities for those graduates that are due to finish their placement in September 2022, to ensure we retain the best talent within the organisation. There are high expectations that a significant percentage of the current cohort will secure employment with WBC when their placements complete.

FUTURE PLANS & AMBITION

The Council recognises the impact the Graduate Academy has on the organisation, bringing in new talent, from varying background has enabled fresh ideas, innovation opportunities and skills to grow. There is an opportunity through vacancy management to further increase the graduate academy in size, scope & success.

The aim is for Wokingham to be known as a centre of excellence for Graduates within the LGA's NGDP. In addition, it is envisioned that the Academy can become part of the pipeline for high-achieving, ambitious new resource within the Council that supports a Future Leader initiative.

APPENDIX ONE: GRADUATE FEEDBACK

'Javeria worked for me on the Council's Recovery Strategy whilst she was a graduate trainee. She immediately impressed me with her enthusiasm and ability to seek out best practice from around the country, and beyond and proactively bringing forward proposals for the formulation and implementation of a Council Wide Strategy. Following this she played a pivotal role in skilfully shaping the strategy through discussions with key stakeholders including the Corporate Leadership Team and senior Councillors. This included the creation of the Governance needed across the organisation to take our Recovery ambition forward. All of which was well received by the Council's Executive and given their full support. Her eagerness to learn from and adopt various practices across the country, her ability to mould and shape to meet the needs of our particular authority, and her ability to manage purposeful discussions with senior stakeholders really stood out. Not to mention the technical skills to create an extremely aesthetically pleasing and user friendly document bringing it all together.'

Graham Ebers, Deputy Chief Executive

'Jenny Jones has been a valuable asset during her time with the Place & Growth directorate. She has made a real difference with her skills in project management and organisational. Jenny has used her initiative to progress high profile projects which have helped front line services and in turn made a difference to both

operational delivery and strategic objectives. It has been a real pleasure to work with such a motivated and organised individual'

Zulfiqar Mulak, AD Housing, Neighbourhoods & Communities

'I have found Sophia's approach to be professional, courteous, empathic and friendly. She is open to new ideas and will reflect on issues she has faced and learned from the experience. It has been an absolute pleasure working with Sophia and I would recommend her to any future employers.'

Simon Broad, AD ASC

'Thank you for your hard work on compiling the reports. Love the charts. Perfect. In your short time with us you have such a good understanding of the strengths and issues involved. So every good wish for Wokingham. You are an asset to them and the service you move into is about to get stronger'

Phil, ImPower Consultancy

'Katie is very willing to take on tasks, nothing is too much trouble, she is professional, helpful and any work that she does is of a high standard. I will be really sorry to see her leaving her ASC placement and would want to wish her every success in the future, she certainly has a very bright career ahead of her.'

Helen Spokes, ASC Head of Service

'Freya's quality of work was outstanding and that she's a real testament to the graduate programme'

Graham Ebers, Deputy Chief Executive

'Kieran's work within the commercial property team has been of enormous value. The ability to have a high-level graduate candidate to work on priority issues has been invaluable. Our team consider having a graduate through the programme within our service to be a very worthwhile experience'

James Wilson, Service Manager Resources & Assets

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	£0	n/a	n/a
Next Financial Year (Year 2)	£0	n/a	n/a
Following Financial Year (Year 3)	£0	n/a	n/a

Other financial information relevant to the Recommendation/Decision

N/A

Cross-Council Implications

N/A

Reasons for considering the report in Part 2
None

List of Background Papers
None

Contact Lewis Borges	Service Digital and Change
Telephone No	Email lewis.borges@wokingham.gov.uk

TITLE	Recruitment and appointment of Directors and Assistant Directors (Permanent and Interim)
FOR CONSIDERATION BY	Personnel Board on 15 th March 2022
WARD	None Specific
LEAD OFFICERS	Andrew Moulton, Assistant Director Governance Christine Bennett, Interim Assistant Director Human Resources

OUTCOME / BENEFITS TO THE COMMUNITY

Clarification of recruitment processes for Directors and Assistant Directors.

RECOMMENDATION

That Personnel Board recommends to Council via the Constitution Review Working Group, changes to the appointment processes for Directors and Assistant Directors.

SUMMARY OF REPORT

This report was previously considered at Personnel Board on 7 February 2022 where it was resolved that

- 1) CLT be consulted on the proposal that the relevant Executive Member, Chairman of Personnel Board and the Leader of the Opposition be consulted prior to the extension of the contract of an Interim Director or Assistant Director following an initial 12-month appointment;
- 2) The views of CLT and the report be brought back to the next Personnel Board meeting for consideration.

Under the current constitutional arrangements, the recruitment and appointment of permanent Directors is a matter for Personnel Board. This report proposes that the same constitutional arrangements are introduced for the recruitment and appointment of permanent Assistant Directors.

The report also proposes new provisions for the recruitment and appointment of interim Directors and Assistant Directors that include formal requirements for officers to consult with lead members. This reflects changes to the work environment whereby there are increasing business needs to make temporary appointments at Director and Assistant Director levels requiring a recruitment process that is timely, flexible, and includes appropriate levels of member scrutiny/engagement.

CLT has considered the issue and proposed that the process for an extension to an interim contract is consistent with the appointment process for interims.

BACKGROUND

The Council engages a variety of workers to deliver services to the community. A range of workers may be employed on different types of contracts. For directly employed council workers, this may be in a fixed term, casual, sessional, or permanent (part time or full time) contract of employment.

Members seek assurances that the Council recruits the right person to deliver on its corporate commitment and therefore wish to enhance their oversight of appointments at Assistant Director level (roles that provide critical support to directors).

Currently, Members are directly involved in permanent Chief Officer appointments (Directors, the Monitoring Officer, and the Chief Executive). This is set out in Section 11.6 of the Council's Constitution, and it is not proposed to make any changes to these arrangements.

In the future, Members wish to have oversight of appointments at interim Director level and at Assistant Director (interim and permanent). The following proposed changes to the Constitution bring these changes into effect.

CHANGES TO THE CONSTITUTION

Section 11.6 – Delegated Powers Relating to Staffing Matters

a. Interim Directors

Rule 11.6.5.3 currently states:

Interim Appointment of Directors (excluding Statutory Chief Officers)	The Head of Paid Service will appoint on an interim basis a director for a period not exceeding 12 months, pending permanent replacement
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It is requested that this timing be extended to allow more flexibility to the length of appointment for Interim Directors and also requires the Head of Paid Service (Chief Executive) to consult with lead Members. The following amendment (in bold italics) is therefore proposed:

Interim Appointment of Directors (excluding Statutory Chief Officers)	The Head of Paid Service <i>in consultation with the Leader, relevant Executive Member(s) and Chairman of Personnel Board</i> will appoint on an interim basis a director for a period not exceeding 12 months, pending permanent replacement. <i>Subject to the agreement of the Chairman of Personnel Board and the Leader this period can be further extended as required.</i>
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11.5.5 Interim Appointment of Directors (excluding Statutory Chief Officers) will also be amended to reflect this change.

11.5.5 Interim Appointment of Directors (excluding Statutory Chief Officers)

The Head of Paid Service *in consultation with the Leader, relevant Executive Member(s) and Chairman of Personnel Board* will appoint on an interim basis a director for a period not exceeding 12 months, pending permanent replacement. ***Subject to the agreement of the Chairman of Personnel Board this period can be further extended as required***

b. Interim Appointment of Assistant Directors

The Constitution is currently non-specific about appointments an Interim Assistant Director level. The following additions are proposed to 11.6.5.3:-

Interim Appointment of Assistant Directors (excluding Statutory Chief Officers)	<i>The Director in consultation with the Leader, relevant Executive Member(s) and Chairman of Personnel Board will appoint on an interim basis an Assistant Director for a period not exceeding 12 months, pending permanent replacement. Subject to the agreement of the Chairman of Personnel Board and the Leader this period can be further extended as required.</i>
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c. Permanent Appointment of Assistant Directors

In order to mirror the existing arrangements for permanent Directors, the following changes are proposed for Assistant Directors. Changes are shown in bold italics. 11.5.2 Recruitment of Head of Paid Service, Directors, S151 Officer, and Monitoring Officer ***and permanent Assistant Directors***

Where the Council proposed to appoint any of the aforementioned and it is not proposed that the appointment be made exclusively from among their existing Officers, the Council will:

- a. draw up a job description and person specification;
- b. make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
- c. Make arrangements for a copy of the job description and person specification to be sent to any person on request.

11.5.4 Permanent Appointment of other Directors ***and Assistant Directors*** (excluding S151 Officer)

- a) Executive members will be informed of Personnel Board's decision and given an opportunity to make a well-founded objection to the appointment then;
- b) subject to the majority of Executive Members not objecting, Personnel Board to make the appointment.

11.5.6 Other Appointments

Officers below **Assistant** Director

Appointment of Officers below **Assistant** Director is the responsibility of the Head of Paid Service or his/her nominee and may not be made by Councillors. The exception to this is:

- b) Assistants to Political Groups – appointment of an assistant to a political group shall be made in accordance with the Council's recruitment procedure and involve that political group in the selection process and decision.

It is proposed that the Personnel Board's terms of reference be amended as followed to reflect the amended arrangements for the appointment of permanent Assistant Directors (excluding the Monitoring Officer).

8.6.1 Functions of the Personnel Board

The Personnel Board shall comprise seven Members of the Authority, appointed by the Council in accordance with the rules of political balance. At least one Member of the Board shall be a Member of the Executive. In addition, Council shall appoint substitute Members who shall be entitled to deputise for, and inherit the voting rights of, a Member of the Board when the appointment **of permanent Assistant Directors or the appointment** or dismissal of or disciplinary action in respect of the Head of Paid Service or Directors is being considered:

- a) To deal with the appointment and Terms and Conditions of service of the Head of Paid Service, and Directors **and Assistant Directors**. In relation to the Head of Paid Service, the Personnel Board shall make a recommendation to the Council.
- b) To discharge the Council's functions relating to the appointment **of Assistant Directors and the appointment**, dismissal or disciplinary action in respect of the Head of Paid Service, or Directors.

8.6.7 Procedure for the Appointment of Head of Paid Service, or Directors or **Assistant Directors**

Meetings of the Personnel Board to shortlist, interview or appoint **the** Head of Paid Service, or Directors **or Assistant Directors** shall be convened by the Chief Executive in consultation with the Chairman of the Board. **For Director appointments the Head of Paid Service will attend all relevant recruitment meetings and provide advice to the Board. For Assistant Director appointments the relevant Director will attend all relevant recruitment meetings and provide advice to the Board.** Detailed arrangements for the meetings shall be set out in the Agenda for the meeting which shall be dispatched in accordance with the normal Access to Information Procedure Rule set out in Chapter 3.2.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe funding pressures, particularly in the face of the COVID-19 crisis. It is therefore imperative that Council resources are focused on the vulnerable and on its highest priorities.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	£0	Yes	Revenue
Next Financial Year (Year 2)	£0	Yes	Revenue
Following Financial Year (Year 3)	£0	Yes	Revenue

Other financial information relevant to the Recommendation/Decision

None

Cross-Council Implications

This report impacts senior management posts across the Council.

Public Sector Equality Duty

The Council is an equal opportunities employer with the appropriate policies and practices in place.

List of Background Papers

None.

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